Topic

DIMENSIONS OF ACADEMIC LIBRARIANSHIP EFFECTIVENESS: AN EXPLORATORY STUDY

Proposal for the Doctoral Degree

Candidate

Mukesh Pathak

Guide

Dr. Upinder Dhar

Vice Chancellor, JKLU, Jaipur

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(A) CONCEPTUAL FRAMEWORK AND VARIATE STRUCTURE

1. Introduction

Librarians are like managers who perform all managerial functions in the library with academic credentials by helping faculty and researchers in fulfilling their academic requirements. Gulick and Urwick have mentioned seven functions viz., **P**lanning, **O**rganizing, **S**taffing, **D**irecting, **C**oordinating, **R**eporting and **B**udgeting in an acronym as **POSDCORB** performed by all library professionals on all the three levels of library management. **Management is the social process of planning, organizing, staffing, directing, coordinating and controlling to determine and accomplish organizational goals in the dynamic environment**. It indicates that a person who performs all these functions is by definition a manager.

Librarians perform all these functions to accomplish the goals of library. Librarianship refers to the set of rules designed for doing library work as a specialist. **Librarianship effectiveness can, thus, be defined as the social process of planning, organizing, staffing, directing, coordinating and controlling to determine and accomplish the goals of a library in the dynamic environment.** Librarianship, like management, requires the following three sets of skills:

1. **Technical skills:** refer to the library knowledge, methods, processes, practices, techniques or tools for performing all library related work.
2. **Human skills:** refer to all personal skills of the librarian, like understanding, cooperativeness, motivating and personal and professional relations.
3. **Conceptual skills:** refers to the mental ability to comprehend abstract or general ideas and apply them to specific situations.

Aptitude and personal effectiveness of librarians affect performance of their teams in the library. Drucker had defined effectiveness as the foundation of success and efficiency as the minimum condition for survival after success. Effectiveness is concerned with doing right things and efficiency is with doing things right (Dhar et.al, 2006). According to Covey (1989), most effective are those who have moved beyond both independence and dependence to master the art of interdependence. Effective people work as members of a team, because they know that two or more heads are better than one. Effectiveness is particularly important in the case of managers as they are responsible for the performance of others.

According to Rangnekar and Dhar (2007), managers are those who accept responsibility, delegate frequently and effectively, rely on others for help in solving problems, communicate effectively, stimulate action, co-ordinate effectively, co-operate with others, show consistent and dependable behavior, win gracefully and express hostility tactfully. A management function performed by librarians being the same as that of managers, librarianship effectiveness is likely to reflect managerial effectiveness. However, librarians perform some tasks which are domain specific and are different from those performed by managers, like handling user queries and services, managing various types of information sources and helping research scholars and faculty in fulfilling their academic requirements.

2. Review of Literature

Librarians perform various activities of the library like managing teams as team leaders, acquiring information sources as academicians, processing and organizing information sources as information specialists, budgeting as financial managers, managing library services and users as service managers simultaneously with other management functions. Reddin (1970) defined managerial effectiveness as the extent to which a manager achieves the output requirements for his position. Managers are required to balance all their activities to justify their performance and efficiency. Similarly, library professionals are required to justify their effectiveness. Margerison (1981) has defined managerial effectiveness as one when a manager behaves appropriately in tune with the situation.

Pareek et.al (1987) viewed an effective manager as one who integrates his skills and capabilities with his role, attempts to be proactive and creative, faces problems, considers his role important, has capacity to influence decisions, sees opportunities to grow in his role, links his job with those of others, helps others and seeks help of others and likes to contribute something beyond of his own. Roger and Langford (1979) had shown managerial effectiveness as the relationship between performance and task objectives and between achievement assessed against goals and purposes within the constraints imposed by manager himself, his position in the organization and socio-economic environment.

Managerial effectiveness is the function of behavior as well as technical / management process. While individual provides his services to the organization through inherent abilities and competence, the organization on the other hand provides constraints and facilities (Sayeed and

Shanmugam, 2002). Banerjee (2012) discussed about the goals and dimensions of managers as applicable to librarians. He referred to effectiveness as something best seen by a manager who produces it from a situation by managing it appropriately, producing the results or meeting the targets in every sphere of the activities of the organization. He pointed out that a manager's job is linked with three major dimensions-technical, human and conceptual.

Fagan (2012) concluded that an opportunity exists for a researcher to set a clear agenda for library leadership effectiveness research and provide empirical support to deans, selection committees and university administrators to learn how a dean can contribute effectively to library success. It shows the importance of librarianship effectiveness in the academic environment. Weiner (2003) concluded about leadership effectiveness on the basis of some research done on identifying library leadership potential, career development, characteristics and management styles of academic library directors, and their roles and responsibilities, that many aspects have not been addressed and that a comprehensive body of cohesive, evidence-based research is needed. There is a dearth of published studies or dissertations that relate leadership to effectiveness of library directors, their organizations, or outcomes to review and study the various aspects of librarianship effectiveness.

Weiner (2003) further discussed that library leaders need to formulate goals and objectives for the library and then create a construct, or a mental image of what their libraries should become. The vision should accurately reflect the current situation and clearly articulate a future direction. Librarians manage data, documents, and people's efforts and their aim is to enhance the way people work together, share ideas, sometimes wrangle, and build on one another's ideas – and then act in concert for a common purpose (Gates, 1999). Stueart and Moran (2004) stated that librarians are those professionals, who wear the two hats one as librarians and another as managers. They have unlimited opportunities to assume new and more challenging positions. They are able to advance in their managerial positions to achieve their professional goals. They have learned to network effectively, think strategically and manage skillfully. Consequently, they are given opportunities to advance through the managerial ranks and assume top positions at leading institutions. In other words, librarians are managers who enjoy two positions at a time.

Campbell (1970) believed that managerial effectiveness refers to any set of managerial actions that are optimal for identifying, assimilating and utilizing internal and external resources

with the aim of sustaining the functioning of the unit for which the manager is responsible. An important component of the library is library staff. In an effective academic library the professional staff can be the most valuable resource- the more important than any other one component: books, card catalogue and documents (Saraf and Mezbah-ul-Islam, 2002). It shows that the importance of professional staff in the libraries is quite significant. A man may do an excellent job by objective standards of measurement, but may fail miserably as a partner, subordinate, superior or colleague (Berkner, 1979).

Romaniuk and Haycock (2011) contended that breadth of changing roles in librarianship and in libraries are impacting staff recruitment, retention, education and training. The need for effective leadership intervention is essential to developing individual leader potential and development, and to achieving beneficial organizational goals and objectives. It indicates the need and importance of leadership training to the library professionals. Training increases the efficiency of the staff which can be measured by implementing additional methods of measuring effective service to ensure that libraries remain vital within their communities and point to areas in which librarians can continue to improve, assuring continued success (Finch, 2010). Every function of the library service and the behavior of the staff are important. Berkner (1979) had stated that the process of identifying appropriate behavior in specific instances is difficult and time consuming, but it can lead to genuine staff growth and development of future managers and/or specialists. One useful technique in describing specific behavior (such as how to handle the reference interview) is the "critical incident" process. Behavior and working attitude of the staff and authority should be constructive to formulate clear goals to determine what steps are necessary to achieve them, including getting people to do what is necessary for achieving the target (Miles, 1992).

3. Rationale of the Study

Librarians are responsible for all library related activities. Library being a centralized information service point in any institution, user and management expectations are high from librarianship. Generally, institutions measure librarian's potential by using performance appraisal system, which is common to all institutional staff. The studies on librarian's performance appraisal have been conducted to measure their performance as a part of human resource planning and development for the libraries. The review of literature indicates that there is grave need to measure librarianship effectiveness. It is essentially required because overall performance of an

organization, particularly an academic institution depends upon the quality of service offered by it academic library, which depends on librarianship effectiveness. The present study has been planned to highlight the various dimensions of librarianship effectiveness for understanding the concept in more detail and bridge to gaps in knowledge.

4. Objectives of the Study

1. To identify various factors and dimensions of librarianship effectiveness.
2. To develop a librarianship effectiveness instrument.
3. To understand the antecedents of librarianship effectiveness.
4. To open new vistas of research.

5. Methodology

5.1 The Study

The present study is a factorial study to understand the librarianship effectiveness and its dimensions. It is an exploratory study of multi-factor experiments. Behavior, professional efficiency, emotional intelligence and service quality are the independent variables. The librarianship effectiveness and its three dimensions i.e. functional effectiveness, interpersonal effectiveness and personal effectiveness are the dependent variables.

The study will be undertaken in various academic library environments located in different parts of India. It will cover Central Universities, State Universities, Private Universities, Deemed Universities, IIMs, IITs, NITs, IISER, IIITs, NITTTRs and Institutes of National Importance.

5.2 The Design

The study will be based on a multi-stage randomized design. Based on the review of relevant literature, number of items, statements will be framed for developing a psychometric instrument. Two instruments will be developed - one for library professionals and another for the library users. First instrument will be administered on the senior to middle level librarians in accordance with the framework of the study. And second will be administered on faculty, research scholars and students of various other programs, who represent user of the library.

5.3 The Sample

The sample of the universe will be limited to library professionals appointed in various academic libraries, especially senior and middle level professionals and library users. Library professionals and users will be selected from randomization in various categories (Categories by UGC and MHRD, India) of institutions in India as per following details:

S. No.	Academic Libraries	No. of Institutions	Sample Institutions
1	Central University Libraries	42	10%
2	State University Libraries	295	10%
3	Private University Libraries	159	10%
4	Deemed University Libraries	130	10%
5	IIM Libraries	13	10%
6	IIT Libraries	16	10%
7	NIT Libraries	29	10%
8	IISER & IISc Libraries	6	10%
9	IIITs Libraries	4	10%
10	NITTRs Libraries	4	10%
TOTAL		**698**	

5.4 Tools

5.4.1 Tools for Data Collection

The standardized instruments will be used for data collection.

5.4.2 Tools for Data Analysis

Appropriate statistical tools will be administered for data analysis.

6. Possible Outcomes

The study will help librarians in identifying their potential and performance while measuring their effectiveness as personnel as well as service managers. It will help in identifying various factors and dimensions of librarianship effectiveness. The factors and dimensions can help library professionals in improving their effectiveness to enhance the performance in achieving goals of their libraries. The study will help in comprehending the similarities and dissimilarities between managerial effectiveness factors and dimensions.

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(B) CHAPTER OUTLINE

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